

## Update to the 2005 Issues Paper

The 2005 issues paper '*Making Online Information for all Australians a Reality*' - a proposal by the National Licensing Reference Group to all Australian Libraries (<http://www.nla.gov.au/initiatives/meetings/sitelicense/nlproposal.html>) has been updated with progress since October 2005.

### National Licensing for Australian Libraries: 2006 Update on the National Licensing Proposal

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#### 1. EXECUTIVE SUMMARY

With the support of the National Library of Australia, a reference group comprising representatives from many of the country's peak library bodies has been investigating the feasibility of creating a national, cross-sectoral libraries consortium. The principal goal of the proposed consortium is to negotiate and purchase national licences for certain key online information resources identified as being of central importance to meeting the information needs of Australians. This proposal is in accordance with Recommendation 9 of the Senate's October 2003 report on the [\*Role of Libraries in the Online Environment\*](#).

This paper considers the objectives and benefits of a national licensing initiative and the associated issues of governance, funding models, the type of resources that have been selected, administration and communication. It outlines the work performed to date and identifies the steps that are needed to take this proposal further.

The paper argues that the creation of a cross-sectoral libraries consortium to negotiate and purchase national level licences is not only achievable but essential in delivering vital online information to all Australians, irrespective of their geographic location, social status, occupation or age.

The social and economic benefits to the Australian Commonwealth and the community would be significant, visible and immediately realisable.

Implementing a nation-wide initiative to facilitate public access to key online information resources would also significantly enhance the professional and political status of Australian libraries. In turn, this can only strengthen the social and financial standing of libraries as integral to Australia's information economy and its social infrastructure.

#### 2. BACKGROUND

The report on [\*The Role of Libraries in the Online Environment\*](#) by The Senate Environment, Communications, Information Technology and the Arts Reference Committee in late 2003 included:

"Recommendation 9.

The Committee recommends:

- (a) that the National Library of Australia identify a number of key databases for which national site licensing might be desirable; and
- (b) that additional Australian Government funding be extended to the National Library of Australia for this purpose."

In response to this report the National Library has initiated discussions with all Australian library sectors to investigate the level of interest and commitment towards developing a proposal to purchase a core set of electronic resources that will be available to all Australians.

At present some library sectors acquire online databases through consortia. However, many libraries are unable to participate in consortia or purchase significant electronic resources because of limited funding. A national consortium would have significant benefits in minimising duplication of effort in acquiring resources and would also enable more libraries to have access to electronic resources.

Two [national forums](#) have been held to date where a range of issues have been discussed and which are presented in this document. A [reference resource group](#) has been established to investigate the following areas:

- Pricing
- Governance
- Products/Evaluation
- Communications

### 3. INTRODUCTION

In an era of the Internet and ever-expanding electronic services, direct and immediate access to online information is fundamental to a well-informed, educated, economically competitive and democratic society. The National Library of Australia is committed to working with many of the peak representative organisations for Australian libraries to achieve free and equitable access to a wide range of information resources for the general community. This commitment is based on the belief that access to a variety of sources of information is now essential to the well being of Australians, regardless of their age, occupation, socio-economic status or geographic location.

As a first step towards realising this goal, the [National Licensing Proposal Reference Group \(NLPRG\)](#) was established in October 2005 to commence planning. The reference group comprises nominees from:

- Association of Parliamentary Libraries of Australasia (APLA)
- Australian Government Libraries Information Network (AGLIN)
- Australian Library and Information Association (ALIA).
- Australian School Library Association (ASLA)
- Council of Australian State Libraries (CASL)
- Council of Australian University Librarians (CAUL)
- Commonwealth Scientific and Industrial Research Organisation (CSIRO)
- Gulliver (Victorian Public Libraries Network)
- Health Libraries Australia (HLA)
- National Library of Australia (NLA)

- New South Wales' NSW.net
- Public Libraries Australia (PLA)
- South Australia's Public Libraries Automated Information Network (PLAIN)
- TAFE Libraries Australia

The national licensing initiative initially envisioned the provision of a set of core, authoritative online information resources for the Australian community through national level licensing agreements. However as feedback was sought on this model it was decided to commence, at least initially, with a simpler model that enabled libraries or library sectors to opt-in or opt-out of purchasing particular products. The main reason for this was to enable the consortium to commence rather than be delayed until a pricing model was found that was embraced by all sectors.

It is understood that the resources will be available to users of libraries in all sectors, be they national, state, public, university, special or TAFE. The following sections outline the principal objectives and benefits to be gained by national licences for a range of electronic resources. The paper also suggests a governance and administrative structure to implement and administer this national initiative. It is important to see this as a staged approach and that the initial consortium will be on an opt-in or out basis moving towards a core set of databases for all libraries regardless of sectors.

### 3.1. Objectives for a National Licence

The goal of the national licence is to provide all Australians with authoritative, online information resources that will contribute to the social, educational and economic well-being of the community.

The licence would aim to:

- enable all Australians, regardless of geographic location, to access quality online information resources in a manner that is both socially equitable and economically sustainable;
- create a collaborative partnership between libraries across the nation for their mutual benefit and that of their users;
- achieve an economically self sufficient and fully funded consortium;
- coordinate the cost effective purchasing of online resources for all library sectors; and
- promote at a national level the exchange of ideas and views between consumers, libraries, funding providers, publishers and vendors.

### 3.2. Benefits of National Licensing

The national licence initiative offers significant potential benefits for Australians and their libraries. These are:

- Australians across all rural, regional and urban areas, all social groups and diverse community organisations would have access to quality online resources through all types of libraries.

- Australians would benefit through access to information that supports business, vocational, government, educational and community activities.
- The licence would be a very tangible step towards overcoming the isolation experienced daily by those living in rural and remote regions of Australia by facilitating their access to reliable and readily available information sources.
- Significant business opportunities and economies of scale would be offered to publishers and suppliers of Australian online resources through access to national markets.
- The bargaining position of libraries would be strengthened by negotiating as a consortium, offering vendors economies of scale and single-point purchasing. Subscriptions to their online resources would become more affordable for libraries, and this benefit would flow on to their users in improved services.
- The broader Australian community would become more aware of the benefits of electronic resources and so make more effective and profitable use of them.
- Libraries would acquire a higher profile at all levels of government.

The national licence initiative opens the way to producing a framework for the creation of licences across different library sectors that satisfy the needs of libraries, consumers and vendors. It will facilitate the creation of mutually effective agreements between all interested parties with regard to costs, access principles, authentication and performance measurements. This initiative will promote a greater consistency in the development and application of technical and contractual criteria, and hence, improved access and authentication to electronic information across all library sectors.

### 3.3. Governance Model

Implementing and maintaining a national licence will require a formal administrative structure. The reference group has examined local and overseas models for such a structure. A proposed governance framework for the consortium follows. Note that this framework assumes centralised purchasing through the consortium for products.

#### *3.3.1. Rationale for the Governance Framework*

To provide a framework for Consortium members in the governance of the Consortium and in the formulation of policy to enable Australian libraries to collaboratively purchase full text online resources for their clients.

#### *3.3.2. Objectives*

To offer all members effective and equitable participation in the conduct of the Consortium's policies and administration.

Achieve a financially self sufficient libraries' consortium at the national level utilising a variety of budgetary strategies.

Coordinate the cost effective purchasing of online resources for all participating library sectors.

### ***3.3.3. Membership***

The basic structure of the Consortium will comprise a Membership Forum, an Executive Committee, an Executive Officer and ad hoc working parties.

#### ***3.3.3.1. Eligibility***

Membership is open to any entity or organisation that formally represents a group or association of libraries at regional, state or federal levels. These entities may be characterised by any one of the following criteria:

- consortia or purchasing agreements;
- mutual subject disciplines;
- common funding sources or parent agencies;
- shared functions, roles or clienteles;
- a joint legislative or corporate mandate; or
- geographical co-location.

#### ***3.3.3.2. Responsibilities and entitlements***

Members will abide by the governance framework and honour any financial contributions as agreed to by the Consortium.

Members may propose general principles, common policies or specific procedures for consideration by the Membership Forum and Executive Committee of the Consortium.

Members shall observe all terms and conditions negotiated on behalf of the Consortium for any services in which they elect to participate.

Members shall be involved in the Consortium's deliberations including working parties and other such groups when so required.

#### ***3.3.3.3. Membership applications and length of membership***

The Executive Committee will approve all membership applications in accordance with the membership criteria and objectives of the Governance Framework as specified by the Membership Forum from time to time.

Membership shall be on an annual calendar year basis subject to each member meeting any required financial and administrative obligations.

### ***3.3.4. Membership Forum***

#### ***3.3.4.1. Purpose***

The Membership Forum will provide direction and policy guidance for the management of the Consortium.

#### *3.3.4.2. Membership*

The Membership Forum shall comprise all Consortium members as defined in paragraph 3.3.3.1. The Forum will elect the Consortium's Executive Committee every two years in a manner so prescribed by members.

The Forum will hold a meeting at least annually.

The Membership Forum may propose general principles and policies:

- governing the direction and operation of the Consortium
- endorse or reject policies recommended by the Executive Committee
- review motions submitted by members in accordance with procedures approved by the Forum.

#### *3.3.5. Meetings and Voting*

Forum meetings shall be held at a time and place as prescribed by the Executive Committee. With the exception of the annual Forum meeting all meetings may be conducted by phone or other means acceptable to an absolute majority of the relevant members.

Each member will have one vote. Each member shall have a designated representative to participate in the Forum's deliberations. Each member may nominate a proxy.

Unless otherwise stated in the governance framework all voting shall be decided by a simple majority of attending members at any Consortium meeting.

Where voting is concerned with participation in recommended contractual purchases of products if the voting member represents several libraries then it must inform the Executive Officer of the degree to which its libraries intend to participate in such purchases for the benefit of the Consortium's negotiating and financial processes.

Motions for discussion at the Membership Forum shall be in accordance with procedures recommended by the Executive Committee and endorsed by the Membership Forum.

The negotiation of agreements will be determined by the Executive Committee and Membership Forum on a case by case basis. As a general principle any contractual arrangements of the Consortium will not seek to impinge upon the capacity of members, either individually or through other separate consortia, to negotiate their own agreements with suppliers if they so elect.

Equally, where for legal reasons, members must enter into agreements under their own individual or collective identities, the Consortium will recognise these requirements and liaise with such members in the course of its negotiations with suppliers.

The Consortium will, through the Executive Committee, consider appropriate strategies to accommodate the legal and contractual status of its membership, such as memoranda of understanding and other mechanisms, when entering into agreements with suppliers. These matters will be resolved in conjunction with the Membership Forum as circumstances warrant.

### *3.3.6. Executive Committee*

#### *3.3.6.1. Purpose*

To develop, recommend and ensure the implementation of policies and decisions that articulate the vision, objectives and functions of the Consortium in adherence with the views and needs of the membership.

#### *3.3.6.2. Membership*

There shall be an Executive Committee comprising:

- a Chair,
- Deputy Chair
- a minimum of six ordinary members
- a Consortium Executive Officer ex officio

The National Library of Australia will appoint the Executive Officer until otherwise determined by the Membership Forum and the National Library.

The Executive Committee shall have no more than two members drawn from the same Library sector at any one time.

#### *3.3.6.3. Election of Executive Committee members*

The Membership Forum will elect Executive Committee members for terms of two years. Executive Committee members may nominate for no more than two terms in succession. The Executive Committee will elect from within its membership the Chair and Deputy Chair for two year terms.

#### *3.3.6.4. Nomination of special advisers*

Where the Membership Forum or Executive Committee consider there is a need for special representation, such as for specific sectors, adviser(s) may be nominated by either the Forum or Committee to serve on the Executive Committee. These advisers will act in an advisory, non-voting capacity to the Executive Committee.

#### *3.3.6.5. Voting powers, proxies and quorum*

All Executive Committee members shall have one vote each except for the Executive Officer who may fully participate in Committee deliberations but may not cast a vote. A quorum of the Committee will be at least half the members plus one, excluding the Executive Officer, and with either the Chair or Deputy Chair present. Proxy voting may be exercised through the Chair if the member has given written approval and voting directions prior to a meeting.

#### *3.3.6.6. Casual vacancies*

The Membership Forum will fill casual vacancies on the Executive.

### *3.3.6.7. Frequency of meetings*

The Executive Committee will meet at least four times in any calendar year. Further meetings may be held by resolution of the Committee or by advance notice of at least three working days from the Chair.

### *3.3.6.8. Terms of reference*

The Executive Committee shall:

- (a) Act on behalf of the Consortium in all matters of business relating to terms and conditions with suppliers and publishers and in representing the Consortium in its dealings with external parties.
- (b) Recommend and implement policies of the Consortium including objectives, membership, finances, negotiations with external parties, liaison with suppliers, advocacy, observance of agreements and other matters pertaining to the good governance and administration of the Consortium.
- (c) Designate working parties and other representative groups, draft their terms of reference, appoint members of such groups and generally monitor, supervise and report upon their operations to the Membership Forum as necessary.
- (d) The Executive Officer will be delegated to sign all agreements on behalf of the Consortium as authorised by the Executive Committee and in accordance with the decisions of the Membership Forum.

### *3.3.7. Executive Officer*

#### *3.3.7.1. Purpose*

Under the general direction of the Executive Committee manage the operations of the Consortium and carry out the tasks assigned by the Executive Committee.

#### *3.3.7.2. Authority and remit*

- (a) The Executive Officer shall jointly report to the Executive Committee Chair and the National Library with respect to duties and obligations including financial matters.
- (b) The Executive Officer shall act as the primary liaison officer on behalf of the Consortium with suppliers, publishers, libraries and other external parties.
- (c) The Executive Officer shall conduct at their discretion the daily management of the Consortium as defined by the policies and resolutions of the Executive Committee and the Membership Forum.
- (d) The Executive Officer shall organise meetings of the Membership Forum and the Executive Committee.
- (e) The Executive Officer will be an employee of the National Library and will be responsible for secretarial support to the Consortium.

### *3.3.7.3. Terms of reference*

The Executive Officer will:

- (a) Liaise with the Executive Committee and the Membership Forum to facilitate the operations and business of the Consortium.
- (b) Implement the agreed policies of the Consortium in conjunction with the Executive Committee.
- (c) Conduct all approved negotiations with external parties and support the Executive Committee in the selection, evaluation, acquisition and dissemination of purchased products and services.
- (d) Manage Consortium expenditure and the budget in association with the Executive Committee.

### *3.3.8. Working Parties and Interest Groups*

#### *3.3.8.1. Establishment of Working Parties and other Interest Groups*

Both the Executive Committee and the Membership Forum may establish working parties or other groups to undertake projects or investigations for the Consortium. The Executive Committee will be responsible for the terms of reference, the formal appointment of members and the management and communication with these groups.

#### *3.3.8.2. Membership*

Membership will be determined on an as needs basis but shall consist of a minimum of three members, of whom one or more may be Executive Committee members.

#### *3.3.8.3. Terms of reference*

Specific terms of reference and composition of groups will vary according to the demands of each situation. The basic principles governing these groups are:

- (a) The Chairs will be appointed by the Executive Committee and will report to the Executive.
- (b) All reports or recommendations will be submitted to the Executive Committee for consideration.
- (c) None of these groups are authorised to enter into commitments, financial or otherwise, without the prior approval of the Executive Committee.

### *3.3.9. Auditing Requirements*

The Executive Officer will ensure that the Consortium complies with relevant auditing and financial reporting requirements. An annual budget report will be submitted to the Membership Forum.

### **3.3.10. Governance Framework amendments**

Any part of this framework may be amended by an absolute majority of the Membership Forum.

### **3.3.11. Review of the Governance Framework**

This Governance Framework must be reviewed for revision no later than December 2008 and thereafter every three years unless otherwise determined by the Membership Forum.

### **3.3.12. Transitional arrangements**

To enable the establishment of the Consortium an interim Executive Committee will be appointed jointly by representatives of the National Licensing Reference Group and the National Library. This committee will operate for no more than six months after its establishment to formalise the Membership Council, oversee administrative operations and the election of the inaugural Executive Committee.

## **3.4. Funding Models**

Clearly, funding will be crucial to the success or otherwise of any national consortium. The Group recommended that four basic principles would apply:

- fees and contributions should be proportionate to the ability of various sized libraries to pay, and be seen as equitable by all participating institutions, large or small;
- fees should cover all necessary administrative overheads for the consortium's operations. The membership fees levied must be sufficient to ensure sustainable self- funding of services in the longer term;
- if government grants are received to assist with the initial implementation of this project, then members must understand that sustainability will be a key issue for its future development;
- organisations already involved with existing consortia should not be financially disadvantaged by the national licensing initiative.

A number of models were discussed by the pricing sub committee and suggested models explored, these models are listed below. Initially it was agreed to determine a model based on the various sectors and categories within the sector for example pricing for Academic and TAFE libraries could be based on FTE.

A number of models were discussed with regards to how we would distinguish costs between each of the sectors and the Epic model in New Zealand was also considered. (Four models were determined see Appendix A) Initially it was agreed that library budgets be used as the indicator to determine costs between the sectors. The Group also, after considerable discussion, suggested that the break up within each sector could be on a model chosen by that sector. For example universities may choose to use Equivalent Full Time Student Units (EFTSU), special libraries may choose acquisition budget and public libraries may choose population served.

Four models have been proposed (see Appendix A):

- Model 1. Similar to the EPIC model- ie coordinated via the National library, who in turn deal directly with each library
- Model 2. Deed agreement: Similar to CASL model whereby the NLA negotiates and purchases subscriptions from vendors on behalf of library sectors and recovers the funds.
- Model 3. Vendor/Library agreement with panel period contracts. The NLA will act as lead negotiator for the NLP but licences will be signed by direct agreement between the participating vendors and libraries.
- Model 4. Libraries Australia model: utilising the existing framework for database delivery and billing to member libraries.

A letter was sent to all sectors within each State and Territory. The responses from this pricing model illustrated to the group that further work needed to be done not only on the pricing model but also the communication of consortia pricing and how consortia models can work. It was agreed that Model 3 be the preferred model to move forward. [Please note that this allows the consortium to commence and provides time for other models to be further explored.]

Model 3 is an "opt in or out" model that uses the National Library of Australia as an agent for all Australian libraries. Pricing will be requested from vendors via the RFT process. Pricing under population models, or based on per use are not preferred.

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It is anticipated that some sort of consortia discount will be applicable.

### 3.5. Content/Product Range

Based on the discussions at the December 8 forum last year, the National Licensing Reference Group has recommended that, in the first instance, the selection and purchase of online resources ought to concentrate on a core set of full text (i.e. not bibliographic) databases. Such databases would be Australian in content and likely to command a high level of interest across library sectors and amongst their user communities. This recommendation is made in the belief that such an approach is the one most likely to attract the widest spectrum of support and may offer the best prospect of securing external funding, for at least the initial establishment phase.

A survey conducted in late 2005 established that the products that were of most interest across a range of libraries were in these areas: general reference, news and current affairs and health information.

In the changed model all products presented could be included in the offer for libraries. They would not have to choose one product over another. The future selection and expansion of resources will be far easier for current and potential participants to accomplish once a practical service is in place.

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### 3.5.1. Evaluation

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### 3.6. Administration, Communication and Marketing

The membership of the consortium and its governance group would have to consider a range of issues in relation to the administration of resources, communication with all interested parties, marketing services to both users and funding sources, and associated budgetary matters. Much of the detail would have to be determined at a later stage; but initially the following issues need to be taken into account:

- information on usage (based on COUNTER wherever possible) will be required to demonstrate the effectiveness of the consortium and to monitor uptake;
- the consortium would need administrative support to develop work plans, negotiate trial access to resources, and generally support the governance group by arranging teleconferences and meetings;
- the role and scope of a national model licence drafted or endorsed by the consortium should be examined as a priority. Matters to be considered for such a model licence would include the establishment of appropriate service levels for access and authentication to online resources, privacy issues and the application of copyright in accordance with Australian law;
- the contribution of libraries to the consortium in delivering access to various products has to be emphasised and made visible through marketing strategies;
- marketing information and communications have to be developed and shared to ensure that as many library users as possible are aware of the products available through the consortium;
- branding will also need to be addressed as a significant part of communication;
- effective communication with Australian libraries will also be vital for the success of the consortium.

## Appendix A: Proposed Models

	MODEL 1. EPIC like	MODEL 2. Deed Agreement	MODEL 3. Vendor/Library Agreement	MODEL 4. Libraries Australia
<b>FINANCIAL RISK</b>	High	High	None	Medium/High
<b>GOVERNANCE</b>	<p>NLP Governance Framework</p> <ul style="list-style-type: none"> <li>Executive Committee</li> <li>Members</li> <li>Executive Officer (NLA)</li> </ul>	<p>NLP Governance Framework</p> <ul style="list-style-type: none"> <li>Executive Committee</li> <li>Members</li> <li>Executive Officer (NLA)</li> </ul>	<p>NLP Governance Framework (revised due to fact NLA would not be signing individual contracts)</p>	<p>Libraries Australia Advisory Committee</p> <p>User Agreements in existence</p>
<b>LEGALITIES/ PROCUREMENT</b>	<p>NLA Executive Officer procures on behalf of libraries</p> <p>Ministerial approval &amp; Probity advice required as likely cost of contract &gt; \$AUD1 million</p> <p>Delegate (NLA) signs contract with vendor on behalf of libraries</p> <p>NLA has agreements with individual libraries, signed prior to procurement (with some financial commitment up-front)</p> <p>Agreement of trust not always legally binding due to lack of legal status for some libraries</p>	<p>NLA Executive Officer procures on behalf of libraries</p> <p>Ministerial approval &amp; Probity advice required as likely cost of contract &gt; \$AUD1 million</p> <p>Delegate (NLA) signs contract with vendor on behalf of peak bodies/consortia</p> <p>Executive Officer (NLA) has deed of agreement or MOU with peak bodies/consortia empowering NLA to act on their behalf.</p> <p>Agreement of trust not always legally binding due to lack of legal status for</p>	<ul style="list-style-type: none"> <li>NLA Executive Officer facilitates procurement on behalf of libraries</li> <li>Ministerial approval not formally required</li> <li>Legal and probity advice prudent</li> <li>Libraries/Consortia sign contract/s directly with vendor/s</li> </ul>	<p>NLA Executive Officer procures on behalf of libraries</p> <p>Ministerial approval &amp; Probity advice required as likely cost of contract &gt; \$AUD1 million</p> <p>Delegate (NLA) signs contract with vendor on behalf of membership</p> <p>Electronic product/databases as an optional extra to Libraries Australia service</p>

	MODEL 1. EPIC like	MODEL 2. Deed Agreement	MODEL 3. Vendor/Library Agreement	MODEL 4. Libraries Australia
LEGALITIES/ PROCUREMENT (CONT.)		some peak bodies/consortia		
PAYMENTS	NLA pays vendor up-front and recovers costs from participating libraries	NLA pays vendor up-front and recovers costs from peak bodies/consortia  Peak bodies/consortia recover costs from membership/constituency	<ul style="list-style-type: none"> <li>• Direct payments between libraries and vendors</li> <li>• No payment for NLA up-front (other than for Library's own use of product)</li> </ul>	NLA pays vendor up-front and recovers costs from member libraries
PROS	<p>Individual libraries can buy in without belonging to a sector or peak body</p> <p>Standard license agreement &amp; terms apply to all</p> <p>Financial commitment on signing agreement</p> <p>Economies of scale - better deals from vendors</p> <p>High profile for NLA as lead agency for establishment of NLP</p> <p>Increased rate of success or buy in of NLP</p>	<p>Ownership of and active participation in NLP by peak bodies/consortia</p> <p>NLA one amongst equals</p> <p>Small libraries increased chance of "getting in" ( as per "greater good" above)</p> <p>Administratively easier for NLA with fewer parties involved</p> <p>Economies of scale and transfer of risk to NLA likely to yield better offers from vendors</p> <p>High profile for NLA as lead agency for establishment of NLP</p> <p>Strong likelihood of success</p>	<ul style="list-style-type: none"> <li>✓ NLA leading as per recommendation of the Senate</li> <li>✓ No NLA payments up front</li> <li>✓ Financial risk transferred to vendors</li> <li>✓ Administration overheads minimised for the NLA</li> <li>✓ Minimal administrative change for vendors</li> <li>✓ Vendors stand to gain customer introductions</li> <li>✓ Likelihood of success amongst library community</li> </ul>	<p>Potential to attract new customers to Libraries Australia</p> <p>Billing system and infrastructure exists</p> <p>Known libraries and relationships</p> <p>Enables individual libraries to buy in directly</p>

	MODEL 1. EPIC like	MODEL 2. Deed Agreement	MODEL 3. Vendor/Library Agreement	MODEL 4. Libraries Australia
PROS (CONT.)		Deed of agreement gives in principle support to NLA to proceed with procurement Absorb CASL Consortium - efficiency gains In the spirit of original proposal	✓ Autonomy and flexibility for participating libraries	
CONS	No NLA budget allocation 2006-07 Administratively unwieldy for NLA: contract administration, invoicing, management of relationships and expectations Unfinancial libraries may not be able to buy in due to costs and lack of access to legal advice, etc. Not all signatories to the Deed are legal entities - no legal bond, but have access to a parent body who may have. Risk of delayed or failed payment back to NLA	No NLA budget allocation 2006-07 Not all libraries affiliated with a peak body or Consortia and so not all have access to deals Special libraries may feel they do not have equal representation Some peak bodies/consortia cannot or will not sign for their sector (eg ASLA, TAFE) No legal bond to deed if signatories are not legal entities Existing consortia (eg CAUL) work in environment of high-level trust rather than legal contract → suspicion? Risk of delayed or failed cost recovery for NLA	✗ Potentially fewer economies of scale to be realised ✗ Possibly less market interest due to increased risk to vendors ✗ Less control/motivation by libraries ✗ May be issues regarding the Library lessening competition under Trade Practices Act	No NLA budget allocation 2006-07 Bad PR for NLA - perception of wielding "NLA knows best" stick Excludes non member libraries Technical issues - if part of LA service would need to be z39:50 enabled Risk of delayed or failed cost recovery for NLA

